Развивая культуру приобретения знаний в Библиотеке Вильнюсского университета: опыт двух лет

Moving Towards Learning Culture of Vilnius University Library: Two Year Experience

Развивающий культуру здобуття знань у Бібліотеці Вільнього університету: досвід двох років

Елена Сайкович
Библиотека Вильнюсского Университета, Вильнюс, Литва
Jelena Saikovič
Vilnius University Library, Vilnius, Lithuania
Єлена Сайкович
Бібліотека Вільнього університету, Вільнюс, Литва

Знания, способности, профессионализм, квалификация персонала — все это сегодня составляет потенциал развития организации. Компетентность персонала есть необходимое условие эффективной работы организации, ее конкурентоспособности и успешности. 16 октября – 20 ноября в Библиотеке Вильнюского университета проводился опрос «Профессиональные качества сотрудников научной библиотеки». Целью данного исследования было: 1) выявить, какого рода и уровня профессиональными качествами обладает и будет обладать в будущем персонал библиотеки (ее высшее руководство, руководители среднего звена, сотрудники); 2) применить на практике результаты исследования, выстроив модель профессиональных характеристик для Библиотеки Вильнюского университета. На Крымской конференции будут представлены методы и результаты проведенного исследования. На основе полученных результатов Библиотека начала строить свою деятельность по формированию культуры получения знаний у сотрудников библиотеки, и особенно у руководителей всех уровней. На Крымской конференции будут представлены также и успехи, сделанные в этом направлении. Произошло много перемен и сделано много позитивного, в частности, то, что связано с системой Library 2.0. На Крымской конференции предполагается также обсудить следующие вопросы: Каким образом развивать культуру приобретения знаний в академических библиотеках? Каковы методы ее формирования? Каким образом поощрять персонал к самостоятельному обучению? Какой должна быть мотивация?

Knowledge, abilities, competency, qualification takes place of the basic organization’s development resources in modern times. Competent staff it is a necessary condition for organization’s effectiveness, competitiveness and success. During the 16th of October – 20th of November the questionnaire research with a title Scientific library’s competencies was performed at Vilnius University Library. The aim of this research was – 1) to see what kind and levels of competencies does the staff (the highest level of managers, the middle level of managers, library’s staff) of Vilnius University Library have and would like to have in the future; 2) practically adjust the results of research in creating competency model of Vilnius University Library. The methodology and results of the questionnaire research will be presented during the CRIMEA conference. After the questionnaire research the Vilnius University Library started to make first steps toward learning culture. There was a lot of work done with all levels of library’s staff, especially with managers. The progress of Vilnius University Library staff personnel development during the two year in will be presented at CRIMEA conference too. There were made a lot of changes and positive things, especially in Library 2.0. During the CRIMEA conference the answers on some questions as How to develop learning culture of academic libraries? How to acquire learning culture? How to encourage staff to learn, not only teach them? How to motivate staff to learn? will be presented.
The declared aim of VU Library – Learning organization – is not only an empty sound or a popular cry which is never realised. Knowing its mission – to provide information services of the highest quality – the Library identifies itself as a dynamic, receptive and flexible structure, where breaches of knowledge are simply impermissible. The compound of words «Ask librarian» is meaningful only if it has a logic derivative – «Librarian knows». And such a compound is impossible without a developed and felt inside need learn continually. Only then Library may help others – search together.

The VU Library did a great job during 2006-2007: evaluated the level of competency, which staff have and has to have, involved competency development in Library’s strategical goals, created system of motivation to learn, confirmed budget for this process and so on. In this paper author will present the result of two year work in staff competency development and explain each step which was done moving towards learning culture of VU Library.

Evaluation – the first thing what has to be done
Knowledge, abilities, competency, qualification takes place of the basic organization’s development resources in modern times. Competent staff it is a necessary condition for organization’s effectiveness, competitiveness and success.

During the 16th of October – 20th of November 2006 the questionnaire research with a title Scientific library’s staff competencies was performed at Vilnius University Library. The aim of this research was – 1) to see what kind and levels of competencies do the staff (the highest level of managers, the middle level of managers, library’s staff) of Vilnius University Library has and would like to have in the future; 2) practically adjust the results of research in creating competency model of Vilnius University Library.

Questionnaire research with a title Scientific library’s staff competencies showed that competency training at Vilnius University Library underway unmethodical and without purpose, competency development is not involved into library’s strategic plans. Staff has quit low level of competencies but seek overestimate competencies of management and communication. It means, that library’s staff is not familiar with EUROGUIDE LIS and SLA requirements for library and information specialists’. To put into practice theoretical model, which was created specially for library, Vilnius University Library has to create vision, to involve competency development in strategtical goals, to describe all processes of model, to give reasons for staff to develop their competency, to confirm library’s budget for competency development, to broad themes of competency development, to prepare individuals and general plans for competency development.

The main result of research – Vilnius University Library has no or has very low learning culture. Yes, it is a problem, but we have to talk more about it. It is not the problem only of Vilnius University Library. A lot of libraries (especially big one) have the same situation: sometimes it is because of libraries managers, who are not interested in creating learning cultures; sometimes – because of libraries budget; sometimes – because of lack of time; sometimes – because of other things; but usually because of staff viewpoint why do they have to learn.

Staff competency development – as a strategical goal of organization
The 2006 year was the year of great changes at and for VU Library. Library decided to become library as a change, as an inspiration. The last months of the year were very busy and productive:

- The technical project of new library building in Saulėtekis Valley was finished and alongside a new conception of scientific communication centre was created.
- The Library started reconstruction of the old depository and changed the structure of library management.
The staff and heads of library departments were involved in intensive discussions on the need to renovate the library and analysed ways and aspects of renewal.

Strategic guidelines of library development prepared at that time witness that Library strives to function as a modern academic library offering diverse electronic and traditional information resources to the university community and aims to become an information and communication centre who creates and provides modern virtual services answering changing needs of community.

The main decision which was made at the end of the year – qualification, competence and motivation of workers are critical factors of success of library activities therefore the development of the staff and library as an organization will become one of important priorities of the Library in 2007. The general director Audronė Glišienė said it and it was not just words: after the questionnaire research the VU Library started to make first steps toward learning culture:

- Vilnius University Library created vision;
- involved competency development in strategical goals;
- gave reasons for staff to develop their competency;
- created system of motivation to learn;
- confirmed library’s budget for competency development;
- spread out themes of competency development;
- concentrated on strategic planning;
- began to work on the plans for future.

The most important action – is to make staff competency development process the part of Library’s strategy. Staff has to know mission, vision, strategy, aims of Library.

Learning is cool!

The main thing which staff has to understand, that learning it is not a constraint, that it is not boring, that it is not difficult! Staff has to enjoy this process, which is not part of work – it is part of the life!

VU Library created special programme for staff competency development. The programme includes different ways (at work, outside work, self-learning) and different themes (not only courses and seminars) of learning, it is fitted for different levels, different department and persons, it is promote staff to want to learn, it is creative, serious and funny in one time.

VU Library during the 2006 year tried different ways and types of learning:

- The courses of Computer Literacy
  The staff can choose the level (for the beginners, primary or advanced), type (MS Word, MS Excel, MS Power Point; Information Search; Date Bases and so on), time (in the morning, during the day, after work), place (at work, outside work). The lectures are from VU Library, but it does not mean that staff can’t attend courses in the other institution.

- Foreign languages
  The staff from VU Library can attend foreign languages courses. They can choose place, lecture, time and so on for learning. But the Library suggests free course of English and German all the year.

- «Interestingly & Shortly = IT»
  The idea of «Interestingly & Shortly = IT» seminars is – each Tuesday everyone who is interested in IT is welcome to discuss for one hour the question which is interested for the staff. It can be for example «How to save document in different ways», «How to change format of pictures», «How to work with scanner» and so on.

- Morning discussions
  The idea of «Morning discussions» is – each Thursday staff is talking about the problem which is important for Library. From the one year practice can say that staff likes these discussions: they can choose topic, choose when to participate, to prepare, can suggest topic, can fill free in expression of their ideas and suggestions.

- Exchange programme
  There are a lot of mobility programmes. Why not to use this chance and not to participate? Exchange programme is the perfect way to share best practice, to know something new, to see your pluses and minuses, to evaluate situation or just to enjoy time in foreign country, to
know new culture. In 2006 one person from our Library went from one week to Tampere University Library (Finland) and the person from their library came to VU Library.

- **Outside courses, seminars**
  VU Library increased amount of participation in different courses, workshops and conferences in Lithuania very much.

- **International visibility**
  We were not only participating in conferences, but we were organizing them too. We organized 2 international conferences («The challenges of university libraries in the transition process» with Finland, «Architectural solutions in modern academic library» with Latvia) and 1 international seminar («Creation of digital information system DigiAuskunft» with Germany).

- **The circuit seminar in Palanga**
  To learn at work is good, but sometimes is useful and even necessary to go outside. For the second time already we have arranged (and for the first time invited to it librarians of faculty libraries) a circuit seminar – in hospitable and inspiring creativity premises of the sculptor Antanas Mončys Museum in Palanga we generated so many ideas that several years would not suffice to implement them!

- **The six week visit of USA Fulbright programme senior specialist Barbie E. Keiser**
  The six week visit of USA Fulbright programme senior specialist Barbie E. Keiser to our Library had undoubtedly contributed very much to the formation of the competence program. We are perhaps the first library in the country who has invited an outside expert for the analysis of activities and recommendations.

- **Group work**
  It is necessary to manage to work in group and individually. We used to work individually and know only the work of the department where we are working. It is not enough! Today we have to look broader, to know more and to do more. Group work is the way to realize all these points. VU Library promote work in groups, discussions in groups, meetings and discussions.

**We can be proud of our results**

The 2007 development of VU Library staff was distinguished by singleness of activities, by diversity of competence development specter, different means and ways. In 2007 more than a half of our staff members (113 staff members (out of 150)) improved their qualification at least once. The imposing list of visited countries (Lithuania, Belorussia, Poland, Latvia, Czechia, Denmark, Estonia, Germany, Republic of South Africa, Finland, Sweden, Norway Russia, Belgium and Luxembourg) points out that VU Library officers improved their knowledge of foreign languages and computer literacy as well.

VU Library has tried many things for the first time: one of them is Library 2.0. New Library 2.0 in the oldest library of the country sound nice. Exploring the possibilities of Library 2.0 VU Library created perhaps the first blogs and wiki among Lithuanian academic libraries. At present VU Library exchanges news and opinions in the inner blog of the Library, while an active group of library tour guides has its own blog. Wiki of staff development is a space where one can find a competence development events calendar, document forms, references, may read and comment on visited seminars, courses, business trips, see travel photos, plan their own business trips, etc. Library internet homepage includes a popular among youth referent system del. ic. ious.

The intensified programme of the staff competence development may be considered as an essential factor of success.